

AGENDA

ECONOMIC DEVELOPMENT AUTHORITY

| THURSDAY, OCTOBER 11TH |

| 8:00 AM |

COUNTY ADMINISTRATION BUILDING @ FIRST FLOOR CONFERENCE ROOM

107 N. KENT STREET WINCHESTER, VA

1. Call to Order
2. Approval of Minutes – September 6th || ACTION
3. Treasurer’s Report || ACTION
4. The Widget Cup License Agreement || ACTION
 - *Draft agreement on potential licensing of the Widget Cup to other localities*
5. EDA Strategy FY20 || ACTION
 - *Completion of the review annual review process of EDA Strategy, if desire of the EDA Board. Staff is seeking any feedback for new program(s) and/or revisions to existing objectives.*
6. Enhanced Capacity Building Application | Shenandoah Valley Talent Solutions Strategy
 - *Proposed application to Go Virginia for funding a study on how to improve the retention and attraction of young adults*
7. MSV’s 10th Annual Business Forum Luncheon || INFORMATION
8. 1st Quarter Performance Measures || INFORMATION
9. Such other business as may come before this Authority

MINUTES
ECONOMIC DEVELOPMENT AUTHORITY
| THURSDAY, SEPTEMBER 6, 2018 |

A meeting of the Frederick County Economic Development Authority was held on Thursday, September 6, 2018, at 8:00A.M. in the County Administration Building, First Floor Conference Room, 107 North Kent Street, Winchester, Virginia.

PRESENT: Stan Crockett, Doug Rinker, Gary Lofton, Robert Claytor, and Heather McKay

STAFF: Patrick Barker and Donna McIlwee, Frederick County Economic Development Authority, Jay Tibbs, Deputy County Administrator, and Michael Bryan, Attorney

MEETING CALLED TO ORDER: Chairman Crockett called the meeting to order at 8:00 a.m.

APPROVAL OF MINUTES

The minutes from the July 12, 2018, meeting were presented.

Upon a motion duly made by Mr. Lofton and seconded by Mr. Rinker, the minutes from the July 12, 2018 meeting were approved.

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Absent
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

TREASURER'S REPORT

Mr. Barker submitted the following report:

Checking Account - Bank of Clarke County as of August 31, 2018 - \$15,970.17.
Savings Account - Scott & Stringfellow as of August 31, 2018 - \$1,030,052.08.

The Treasurer's Report was approved as submitted by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Absent
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

VIRGINIA BUSINESS READY SITES PROGRAM - NEXT TIER

Mr. Barker reviewed the proposed guidelines developed by a work group for a 25/75 incentive program for landowners to move their site to the next tier.

Proposed guidelines are as follows:

- Eligible properties must currently be zoned industrial.
- Eligible properties must currently be ranked at least Tier II in the Virginia Business Ready Sites Program.
- Eligible properties must contain at least 25 contiguous acres.
- Owner must secure a Letter of Credit issued by a banking institution duly licensed in the Commonwealth of Virginia. The landowner will be responsible for any Letter of Credit fees.
- EDA will cover 75% of necessary costs to achieve a Tier IV status, with the landowner providing 25%.
- Landowners will be able to select two different repayment terms, both of which will carry an interest rate.
 - 3 years @ 4.5%
 - 5 years @ 5.5%
- Landowners will be required to repay EDA funds if one of the following activities occur on the property.
 - Building permit issuance
 - Property sale/transfer of some or all of the property
- All EDA dispersals will come as a dual payee check after the receipt of an invoice.
- EDA staff will monitor process and expenditures throughout the entire process.

Mr. Tibbs reminded Board members that the EDA has a limited amount of money it can expend for this purpose.

Mr. Lofton asked if the minimum of 25 contiguous acres in the guidelines would be too limiting. Mr. Barker stated there must be limits or there will be countless sites. Mr. Lofton



suggested a change in the wording from “must contain” to “should contain.” Mr. Claytor stated that the wording does not mean someone with a smaller site cannot contact the EDA.

On motion of Mr. Claytor, seconded by Mr. Rinker, the proposed guidelines as presented were approved by the following recorded vote:

J. Stanley Crockett	Aye
Robert Claytor	Abstained
Bryan Fairbanks	Absent
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye

Mr. Bryan was asked to draft a legal agreement outlining the approved guidelines.

VIRGINIA BUSINESS READY SITES PROGRAM – NEXT SITES TO TIER

Mr. Barker stated that, at the July meeting, the EDA Board expressed a willingness to tier additional sites following the Virginia Business Ready Sites Program. A review of zoned industrial sites with at least 25 contiguous acres yielded two sites---Airport Business Parc and Bluestone Industrial Development. Draper Aden Associates were requested to provide a quote to characterize these sites to provide a tier ranking and description of what would be required to bring each site to Tier IV status. Their proposal quotes a price of \$5000.

Mr. Rinker noted that a correction needs to be made on page 2, Item II of their proposal, as that section quotes \$7000.

Mr. Rinker then made a motion to approve the contract, with the needed change to page 2, Item II, from \$7000 to \$5000. Ms. McKay seconded the motion, which was approved by the following recorded vote.

J. Stanley Crockett	Aye
Robert Claytor	Aye
Bryan Fairbanks	Absent
Gary Lofton	Aye
Heather McKay	Aye
John Riley	Absent
Doug Rinker	Aye



EDA STRATEGY FY20

Mr. Barker asked Board members to review the EDA Strategy document previously distributed and send comments/suggestions to him. A final draft will then be presented at the October meeting.

MANUFACTURING WEEK

Mr. Barker distributed a schedule of events planned for Manufacturing Week and asked Board members to participate in some of the activities.

SUCH OTHER BUSINESS AS MAY COME BEFORE THIS AUTHORITY

The date of the October Board meeting may have to be changed to October 11 due to a scheduling conflict. Mr. Barker will advise Board members if this is necessary.

Mr. Barker stated that the I-81 study to identify where improvements are needed stopped at exit 315. Exit 317, where there is lots of industrial traffic, was not included. The EDA has been asked to join other County entities in sending a letter to VDOT supporting the expansion of VDOT's scope to include this exit.

John Bishop, Frederick County's Assistant Director, Transportation, explained that the only improvement recommended in our area was the construction of auxiliary lanes between Exits 313 and 315. The County's greatest concern is that Exit 317 was completely left out. He is asking local government officials to send letters to VDOT requesting that improvements to Exit 317 be included in the list of possible I-81 improvements.

Mr. Rinker made a motion that the EDA staff prepare a letter of support to VDOT asking for the inclusion of improvements to Exit 317. Motion was seconded by Ms. McKay and agreed to by all present.

ADJOURN

There being no further business to come before this Authority, the meeting was adjourned. (8:45 a.m.)

Stan Crockett
Chairman

Kris Tierney
Secretary

DATE: October 4, 2018

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: Widget Cup License Agreement

The Widget Cup is an annual design/build competition for Career & Technical Education (CTE) students from the counties of Clarke and Frederick, and the City of Winchester. Eight-person teams compete to design and build a pre-determined widget, and then present their prototypes to the client/judges.

Success of the program has spread throughout the State resulting in presentations at various conferences and individual localities. As such, the EDA and the Widget Steering Committee discussed trademarking/franchising the competition. Resulting revenues would help elevate The Widget Cup and other elements of the Career Pathway Program.

In September 2017 and confirmed in May 2018, the EDA appropriated funds to cover an intellectual property attorney to secure the trademark and provide the necessary licensing materials at a substantially discounted rate. This concept was presented to the EDA Board in September.

Attached for your review is the draft licensing agreement for the Widget Cup. Staff is seeking the Authority's approval of the document, if appropriate.

DATE: October 4, 2018

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: EDA Strategy FY20

Attached is the draft EDA Strategy for FY20. As a background, this document is developed to direct to Frederick County's future economic development activities. It requires an annual update to confirm/enhance overall goals and objectives, as well review of structure and content.

Building upon the approved Strategy from December 2017, staff has proposed some revisions, chiefly wording and updated economic data. A red-lined version is attached along with the latest performance measure document. Authority members' comments have been incorporated.

Staff is seeking adoption, if appropriate, of the document to include existing objectives and new program(s).

**FREDERICK COUNTY
ECONOMIC DEVELOPMENT STRATEGIC PLAN**

2018-2019



YOUR MOVE. OUR COMMITMENT.

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Background

-factors contributing to County success

Role of Economic Development Authority

-why created, main functions

Situational Analysis

-strengths, concerns and asset analysis

-basic relevant info on local economy with comparison to State and US economies

Implementing the Plan

-discusses how the plan includes the mission, objectives and long-term guidance for specific activities and measures

Mission, Strategic Goals & Objectives

1. Talent Engagement
2. Business Retention
 - Manufacturing & Business Services
 - Agriculture
 - Small Businesses
3. Business Attraction
 - Business Targets
4. Business Climate

Impact Measures

-cap ex values, new jobs created, new jobs wages, relationship contacts, etc



INTRODUCTION

The Frederick County Economic Development Authority (EDA) has developed this strategic plan to make clear the direction and focus of Frederick County's economic development activities. The plan highlights the importance of maintaining and enhancing the diverse economy of Frederick County. The goals and objectives outlined in the EDA's strategic plan supports and aligns with the Business Development section of Frederick County's comprehensive plan. Moreover, this strategic plan will drive the formulation of the EDA's annual operational plan.

BACKGROUND

Frederick County, VA has earned a long-standing reputation as a top economy in the State of Virginia and Shenandoah Valley region. Some of the competitive factors that have contributed to Frederick County's success are listed below.

- Planes, Trains and Automobiles
 - Frederick County, VA is within an overnight drive of 2/3 of the industrial activity in the US and Canada and just a day drive (500 miles) of 50% of the US population using two Federal interstates and three US highways and two State highways , less than 2 hours to three international airports, and daily intermodal connection via the Virginia Inland Port are just a few of the reasons businesses love operating in Frederick County, VA.
- Workforce Ready
 - Frederick County employers enjoy access to a regional workforce pool of more than 370,000, with approximately 30,000 loyal, educated and skilled workers in our business target sectors. And, a fast track, credential and in-demand training programs to ensure a ready to go workforce.
- Consistency, Stability and Success
 - Over the past decade, Frederick County has ranked in the top echelon of all localities in Virginia in new capital investment (12th) and new jobs (7th) announced. Several business publications place Frederick County and Virginia as the best place for business on the East Coast. Moreover, more than a dozen recognized brands continue to reinvest in their operations Frederick County. Business should find confidence in these facts that Frederick County will provide the necessary elements now and tomorrow, so they can achieve their financial goals.
- Time is Money
 - Frederick County operates a time-tested fast track permitting process which allows for land grading within 2-4 weeks from the execution of an agreement. This permitting system, combined with our local construction industry, has a proven track record of providing a large-scale design-built office/industrial building for occupancy within 6-8 months. A similar fast track delivery can be achieved with properties requiring rezoning. Most recently, two large industrial buildings were delivered for occupancy in 12 months on a property requiring rezoning.



- Experience Commitment
 - We pride ourselves as a vibrant, business friendly community with a business first attitude. For over two decades, Frederick County, VA, has committed itself to connecting employers and talent to fill today's and tomorrow's jobs using measured short- and long-term actions.

ROLE OF EDA

EDA is committed to leading Frederick County to continued economic prosperity. The Frederick County Industrial Development Authority (IDA) was created by the Frederick County Board of Supervisors in 1967. The Industrial Development Authority of the County of Frederick, Virginia was created to:

1. Permit it to acquire, own, lease, and dispose of properties to the end that said Authority may be able to promote industry and develop trade by inducing manufacturing, industrial and governmental enterprises to locate or to remain in this Commonwealth
2. Further the use of its agricultural products and natural resources;
3. Increase of commerce
4. Promotion of safety, health, welfare, convenience and prosperity.

On January 8, 2014, the Board of Supervisors amended the original ordinance creating the Industrial Development Authority to change the name to the Economic Development Authority of the County of Frederick, Virginia. On July 1, 2014, the Winchester-Frederick County Economic Development Commission staff transitioned to the Frederick County Economic Development Authority. Frederick County's decision reflects a recommendation by its Business Climate Assessment Citizens' Committee. The recommendation focused on creating an opportunity to re-establish the economic development vision for the County and provide flexibility to pursue a variety of business attraction and retention options. Also, Frederick County wishes to duplicate the success achieved by other EDAs in Virginia. Issuing tax free bonds for qualified users remains a function with a seven member EDA Board setting policy and overseeing the operation of a staff of five. Partnering with the Frederick County Board of Supervisors and Frederick County administration, the EDA is focused on attracting new capital investment and quality jobs to Frederick County through new business location and existing business expansions.

The EDA focuses on four areas:

1. Attracting and retaining workforce talent.
2. Retaining existing businesses.
3. Recruiting targeted businesses.
4. Employing policies that keep Frederick County a competitive business location.



SITUATIONAL ANALYSIS

The following is a briefing of Frederick County's strengths, concerns and critical target business assets.

- Strengths:
 - Proximity to Washington, D.C.
 - Local quality of life
 - Access to interstates and Dulles Airport
 - Comparatively low-cost labor force
 - Variety of housing options
 - Large regional labor supply of nearly 370,000 plus workers, who are skilled, educated and loyal
 - Local higher education options
 - Crime rate lower than the State and Nation
 - Pro-business climate

- Concerns/Challenges:
 - Awareness of of parks and recreation services and entertainment options
 - Short term water/wastewater capacity
 - Public transportation
 - Short and long-term workforce talent needs
 - Traffic issues at I-81 interchanges

- Critical target business assets for Frederick County:
 - Virginia Location
 - Right-to-work state
 - Excellent pro-business perception
 - Competitive State cost structure
 - Developed small business support system
 - Readiness nature of business land and their costs and availability

 - Proximity to D.C.
 - Growing, diverse, high value-added economy
 - Growing importance to international firms
 - Access to federal medical labs, decision makers
 - Continued economic, population, cost structure growth

 - Local Cost Structure
 - Competitive within the I-81 corridor, Washington DC metro area and Nationally
 - Wages, utilities, development costs, all below D.C. / Northern Virginia
 - Housing costs are competitive regionally

 - Frederick County location
 - East coast location Growing regional economy
 - Accessible local transportation infrastructure
 - Frederick County pulls labor force from a 45 mile radius



- Transportation
 - Ship to rail/truck intermodal facility within 30 minutes (Virginia Inland Port)
 - Two (2) rail lines operating in the area (CSX and Winchester & Western)
 - Three (3) international airport within a 2-hour drive (IAD, DCA, BWI)
 - Regional Airport offering instrument approach capacity and a 5,500 x 100 foot runway.

- Multiple highways (Interstate 81, 50 and 66 and State Highways of 522, 37 and 7.

7. Workforce

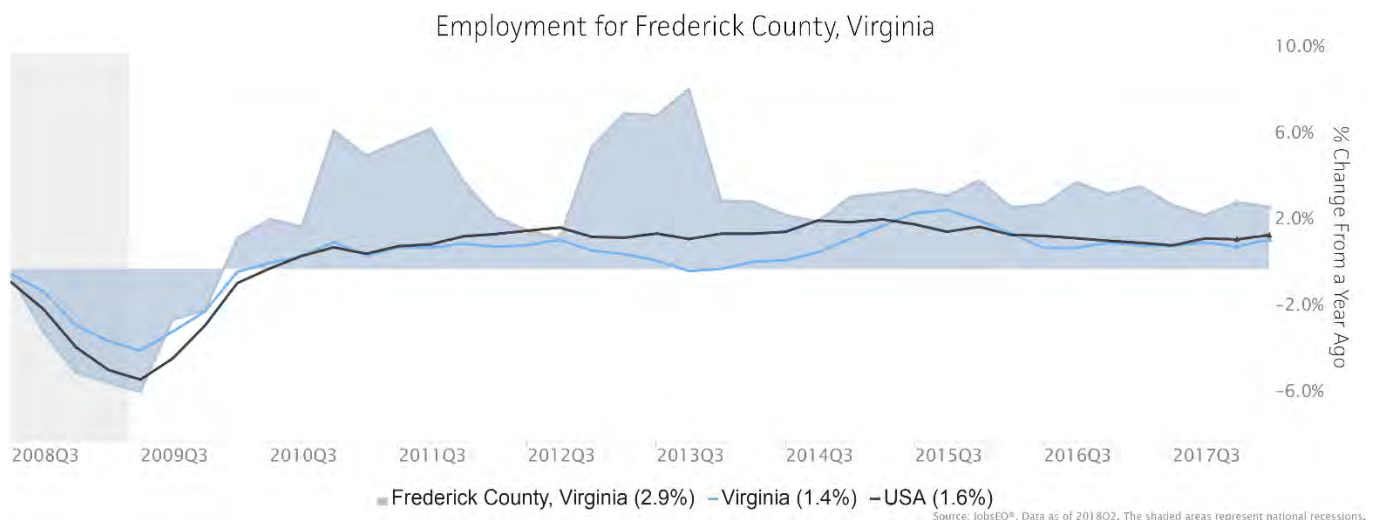
- Fast paced credential training solutions
- Diverse fields of employment
- Technically skilled commuter population

Frederick County’s economy has consistently ranked near the top of all localities in Virginia, in part, because of the community’s ability to address businesses’ concerns about factors such as highway accessibility, quality of life, occupancy or construction costs, available buildings, and labor costs. Despite Frederick County’s decades of success and securing additional corporate decisions, areas of opportunity have been identified. . The EDA will execute a planned and strategic initiative to secure capital investment and quality jobs from existing companies as well as companies new to Frederick County. To achieve these vital goals, the EDA will require an appropriate level of staff and operational and incentive funds.

The following are a sampling of measures illustrating Frederick County’s economy with some comparison to the State and Nation.

Employment Trends

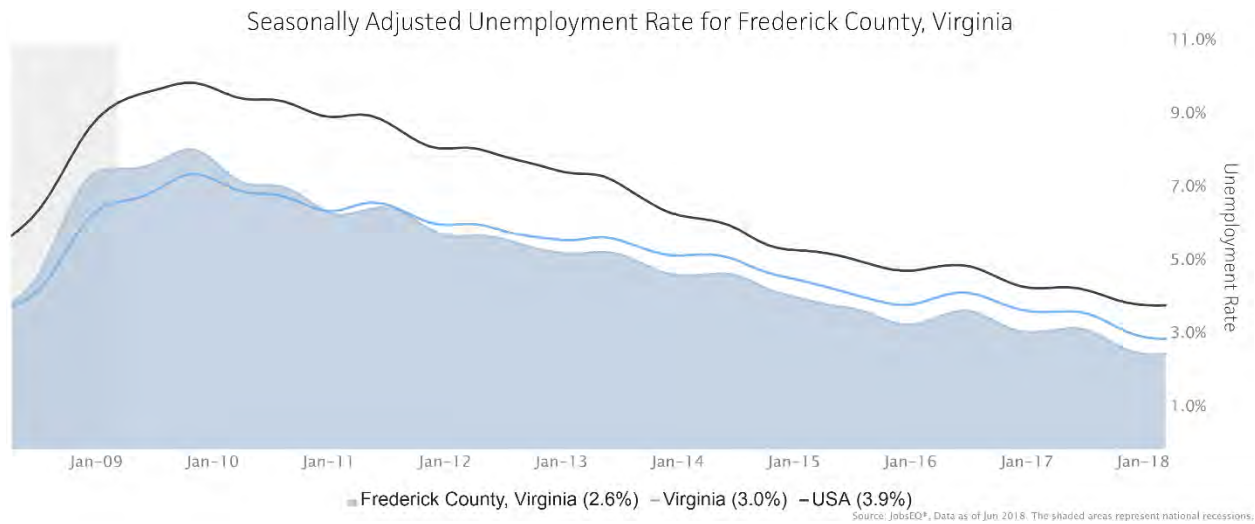
As of 2017Q2, total employment for Frederick County, Virginia was 34,377 (based on a four-quarter moving average). Over the year ending 2018Q2, employment increased 2.9% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q4 with preliminary estimates updated to 2017Q2.

Unemployment Rate

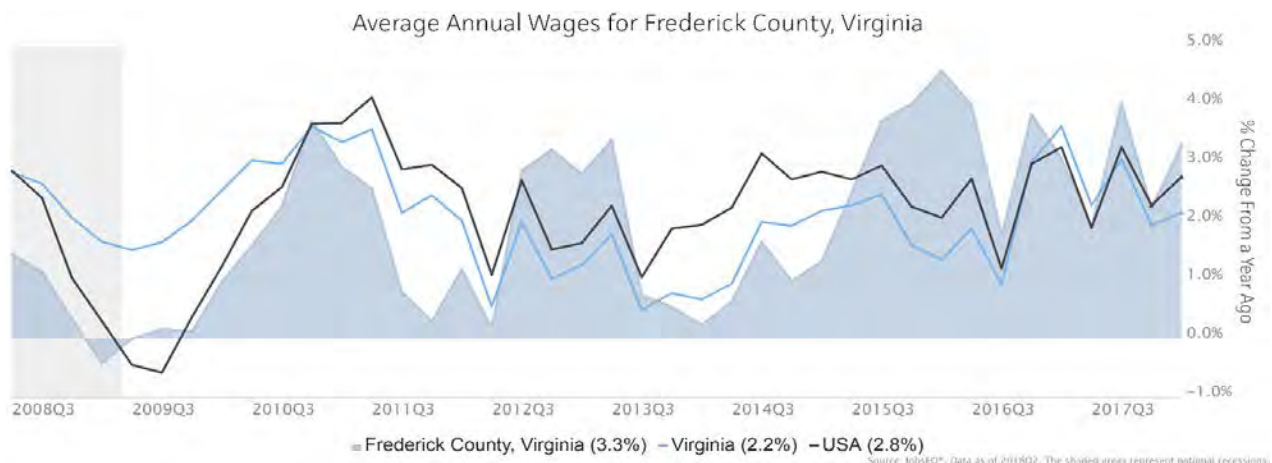
The seasonally adjusted unemployment rate for Frederick County, Virginia was 2.6% as of June 2018. The regional unemployment rate was lower than the national rate of 3.9%. One year earlier, in June 2017, the unemployment rate in Frederick County, Virginia was 3.2%.



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through June 2018.

Wage Trends

The average worker in Frederick County, Virginia earned annual wages of \$43,846 as of 2018Q2. Average annual wages per worker increased 3.3% in the region during the preceding four quarters. For comparison purposes, annual average wages were \$55,223 in the nation as of 2018Q2



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2017Q4 with preliminary estimates updated to 2018Q2..

Industry Snapshot

The largest sector in Frederick County, Virginia is Manufacturing, employing 6,071 workers. The next-largest sectors in the region are Retail Trade (3,712 workers) and Educational Services (3,202). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 2.15), Transportation and Warehousing (1.71), and Finance and Insurance (1.48).

Sectors in Frederick County, Virginia with the highest average wages per worker are Management of Companies and Enterprises (\$71,457), Public Administration (\$70,965), and Mining, Quarrying, and Oil and Gas Extraction (\$67,490).. Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+1,494jobs), Finance and Insurance (+1,047), and Transportation and Warehousing (+803).

Over the next 10 years, employment in Frederick County, Virginia is projected to expand by 5,924 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +3.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+719 jobs), Retail Trade (+646), and Construction (+677).

Occupation Snapshot

The largest major occupation group in Frederick County, Virginia is Office and Administrative Support Occupations, employing 5,013 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (3,801 workers) and Production Occupations (3,687). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.77), Transportation and Material Moving Occupations (1.59), and Construction and Extraction Occupations (1.36).

Occupation groups in Frederick County, Virginia with the highest average wages per worker are Management Occupations (\$115,400), Architecture and Engineering Occupations (\$84,900) and Computer and Mathematical Occupations (\$82,900). The unemployment rate in the region varied among the major groups from 0.8% among Healthcare Practitioners and Technical Occupations to 5.9% among Farming, Fishing, and Forestry Occupations.

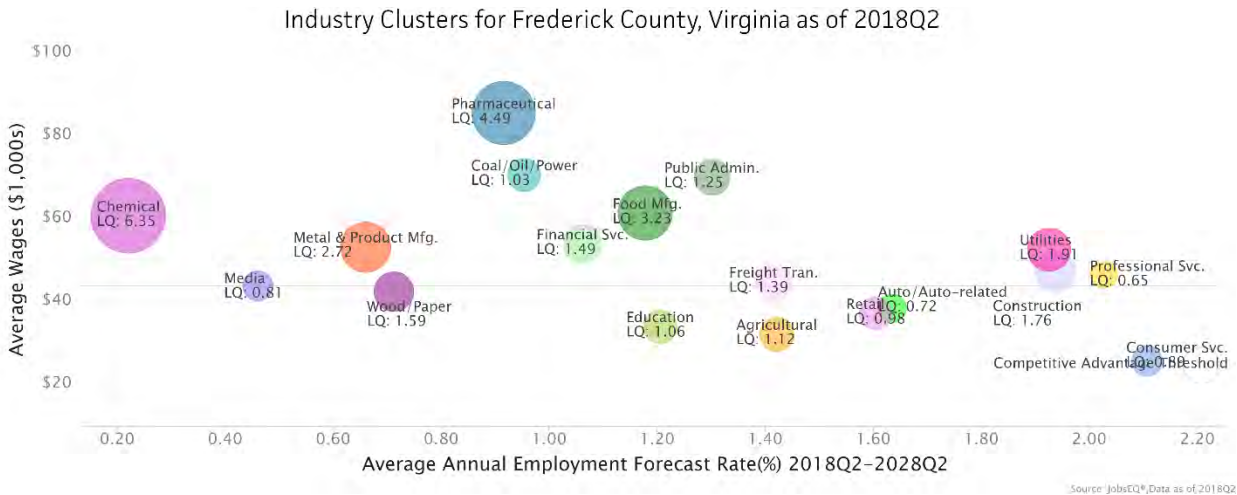
Over the next 10 years, the fastest growing occupation group in Frederick County, Virginia is expected to be Healthcare Support Occupations with a +3.2% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Transportation and Material Moving Occupations (+763 jobs) and Sales and Related Occupations (+551 jobs). Over the same period, the highest separation replacement demand (occupation demand due to retirements and workers moving from one



occupation to another) is expected in Office and Administrative Support Occupations (5,953 jobs) and Transportation and Material Moving Occupations (4,962).

Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in Frederick County, Virginia with the highest relative concentration is Chemical with a location quotient of 6.35. This cluster employs 2,029 workers in the region with an average wage of \$60,800.



This chart displays the industry clusters within Frederick County, VA. Industry clusters form and grow because of a region's competitive advantage—resources such as location, trained labor, and education systems. Location Quotient is shown by the size of the circle; the larger the circle, the larger the location quotient. A location quotient greater than 1.0 indicates that the region has a higher concentration of employment in a particular industry or occupation than the nation; a location quotient less than 1 indicates the region has a lower concentration of employment in the cluster than the nation. If a regional industry group has a location quotient of 1.25 or higher, it is considered to possess a Competitive Advantage in that industry.

IMPLEMENTING THE PLAN

This strategic plan defines the role of the EDA and proposes the EDA's long-term economic development strategic goals and objectives. The plan also includes several strategic measures to monitor the progress of the EDA's program goals.

The plan will provide long-term guidance and direction for the EDA's work. In addition, it will be a basis for developing an annual plan comprising specific marketing and operational strategies, tactics and measures. The EDA will adjust the strategic plan to reflect economic climate shifts. The EDA Board will review the strategic plan annually to ensure that it accurately represents the appropriate overall direction and goals for Frederick County's long-term economic development program.



MISSION, STRATEGIC GOALS & OBJECTIVES

Mission

The EDA's mission is to facilitate economic development efforts for Frederick County through the retention, expansion, and attraction of businesses that create high quality jobs and new capital investment resulting in Frederick County as a premier business location and enhancing the quality of life for its citizens.

This strategic plan focuses on four goals:

1. Engage with the workforce talent in Frederick County and greater community to understand and encourage their retention and attraction to address current and projected employer needs.
2. Enhance Frederick County's business environment by fostering new growth and encouraging the expansion and retention of existing business utilizing supporting resources.
3. Conduct strategic and measured business attraction efforts to expand the commercial and industrial base and create quality jobs for all citizens.
4. Foster and maintain a pro-business climate by employing policies and procedures that make Frederick County a competitive business location.

Talent Engagement

Goal

- Engage with the workforce talent in the region to encourage their retention and and pursue new talent in order to address current and projected employer needs.

Objectives/strategies

- Maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions.
- Research current and future workforce trends within existing target business sectors.
- Continue to identify and encourage appropriate workforce development initiatives.
- Promote to job availability locally
- Advocate and facilitate interactions among job seekers, and companies.
- Utilize the Workforce Initiative to foster an environment that encourages the retention and attraction of talent through actions

Business Retention

Goal

- Enhance Frederick County's business environment to ensure new growth is fostered and existing business prospers and make business aware of supporting resources.

Objectives

- Collaborate manufacturers and business service entities to identify current trends and opportunities for action by EDA and its partners.



- Conduct Business Call Team visits in order understand current trends and proactively address concerns.
- Schedule visits, in conjunction with VEDP, to the corporate HQ of cluster businesses.
- Continue a business recognition program.
- Identify and market assistance programs Implement identified opportunities by the EDA and its partners

Business Attraction

Goal

- Expand the commercial and industrial base and create quality jobs for all citizens.

Objectives

- Conduct a strategic and measured business attraction plan
- Increase the proportion of commercial and industrial real estate tax base.
- Identify specific business clusters that have long term growth and above average paying jobs.
- Maintain and enhance network alliances with those engaged in new business identification.
- Collect and leverage market intelligence that explains and promotes the business opportunities in Frederick County.
- Support the development of small business and entrepreneurs.
- Continue to educate the community on the benefit of a proactive business development presence and the need for its consistency and commitment.

Business Climate

Mission

- Foster and maintain a pro-business climate that employs policies and procedures and enhances critical business assets that make Frederick County a competitive business location.

Objectives

- Encourage development “ready to go” business sites.
- Facilitate and encourage local processes and policies that are attractive to business, i.e. fast track permitting.
- Assist the Winchester Regional Airport in demonstrating their role in the area’s economic development activity.
- Support the implementation of transportation projects with economic development nexus
- Provide prompt and accurate response for information and requests for proposals.

IMPACT MEASURES

Success of this strategy will be determined by the following impact measures, many of which are overlapping.

- Dollar value of announced new capital investments
- Number of announced new jobs created



- Average wages of announced new jobs
- Website metrics (i.e. users, page views, traffic)
- Social media metrics (i.e. followers, likes and posts)
- E-Communication metrics (i.e. open rates, frequency)
- Relationships with existing business (i.e. call team visits)
- Relationships with site consultants, corporate real estate managers and business investment managers
- Number of new business prospects
- Number of existing business expansion prospects
- Career Pathway Program metrics (i.e. students participating, businesses participating, survey results)
- Career and Technical Education Certificates serving Target Business Sectors
- Industrial Certifications
- Growth rate of working age cohort
- Lord Fairfax Small Business Development Center metrics (i.e. businesses served, capital investment)
- Availability of shovel ready sites (i.e. total acreage, number of sites)
- Vacancy and absorption rates of office and industrial spaces
- Annual survey of development approval process

CONCLUSION

This strategic plan serves to provide guidance into Frederick County's economic development efforts. To ensure the plan's implementation, the EDA should conduct regular checks of the impact measures and perform an annual review of the entire document. This plan should serve as the foundation for the EDA's annual budgeting processes.

Frederick County has achieved much success. The challenge now is to build on the momentum of this past success. This plan serves a platform to accomplish this need.



DATE: October 4 2018

TO: Board of Directors,
Frederick County Economic Development Authority

FROM: Patrick Barker, CEcD
Executive Director

CC: Jay Tibbs
Deputy County Administrator

RE: GO Virginia Enhanced Capacity Building Application |
Shenandoah Valley Talent Solutions Strategy

As discussed at April's Joint Meeting with the Board of Supervisors, availability of skilled labor remains a top factor in site selections by corporations. For a community to succeed, they need to maintain awareness of current and projected workforce needs and partner with appropriate local and regional partners to create solutions.

In recognition of these facts, the Frederick County EDA, in partnership with other Northern Shenandoah Valley localities, wants to improve retention and attraction of young adults from regional high schools and universities/community colleges by delivering programs to overcome to-be identified obstacles and implement talent attraction strategies. The first step is objective is to complete a Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students. This Strategy will include the following steps.

- Conduct focus groups comprised of high school guidance counselors and college career professionals
- Conduct in-depth interviews with human resources directors and/or other corporate interests in the region
- Develop and launch a randomized, online survey and focus group of students
- Construct a quantitative-qualitative report
- Determine industry specific needs and concerns, determine strengths, weaknesses, opportunities, and threats, to help develop a strategic plan and a tactical action plan.

Funding for the project will come from the participating localities and an application to the Region's Go Virginia Board for enhancing capacity building funds. Staff is requesting an EDA appropriation of no more than \$6,500 for this project.

The full draft proposal is included. Staff is seeking the Authority's discussion and action, if desired, on this proposal.



APPLICANT INFORMATION

1. Applicant: Patrick Barker
Name of Organization: Frederick County Economic Development Authority
Street Address: 45 E. Boscawen St.
City: Winchester
Zip Code (5 digit AND +4): 22601
2. Project Primary Contact
Name: Patrick Barker
Title: Executive Director, Frederick County EDA
E-mail: pbarker@yesfrederickva.com
Phone: 540.635.0973

PROJECT INFORMATION

1. Project Name: Shenandoah Valley Talent Solutions Strategy
2. List partnering localities (*must be 2 or more*):, Clarke County, Frederick County, Page County, Shenandoah County, Warren County, , City of Winchester
3. List other partnering organizations:
4. Which Targeted Industry does the project address? (*Refer to Region 8 Economic Growth and Diversification Plan for descriptions*)
 - Biomedical/Biotechnical
 - Financial and Business Services
 - Health Care
 - Information Technology/Communications
 - Light Manufacturing
 - Transportation and Logistics
 - Value-Added Food Manufacturing
5. Which Framework Initiative and Strategy does the project address? More than one may be selected. (*Refer to Region 8 Economic Growth and Diversification Plan for descriptions*)
 - Talent Development**
 - Encourage Earn and Learn Programs
 - Expand Employability Skills Training
 - Engage Businesses with Sector Partnerships
 - Increase K-12 Educator Engagement with Industry
 - Increase Talent Attraction
 - Growing Existing Business Opportunities**
 - Create Public-Private Training Loan Pool
 - Develop Business Retention and Expansion Program

- Create Additional Regional Tourism Destination Sites
- Deploy Broadband Partnerships
- Expand Marketing and Promotion

- Startups/Innovation/Commercialization Opportunities**
 - Increase Regional Research and Development Expenditures
 - Increase the Breadth and Depth of Entrepreneurial Ecosystem
 - Attract and Retain Entrepreneurial Companies as they Scale-Up

- Site Opportunities**
 - Site Readiness Investigation
 - Enhance Visibility of Existing Sites
 - Complete General Site Improvements
 - Create Industrial Mega Site

- Other Opportunities**
 - Identify Leadership for Plan Implementation
 - Develop Organizational Funding & Capacity Building for Plan Implementation

6. Budget

a.	GO Virginia Request for Enhanced Capacity Building Project	\$60,000
b.	8% GO Virginia Administrative Fee (8% of above GO Virginia Request for Project)	\$4,800
c.	Total GO Virginia Request (<i>a + b</i>)	\$64,800
d.	Match Funds (<i>must be at least 1:1</i>)	\$70,000
e.	Total Project Budget (<i>c + d</i>)	\$134,800

List sources of match and indicate the status of each commitment:

The Economic Development Organizations of Clarke County, Frederick County, Page County, Shenandoah County, Warren County, City of Winchester are requesting \$64,800 to fund the talent project from GO Virginia with a \$70,000 local match commitment that includes \$34,000 in cash and \$36,000 in in-kind resources sourced by the three organizations. Match is funded through a combination of in-kind staff time and resources and cash from participating economic development organizations.

7. Executive Summary

Provide a 1-page summary of the project that includes the following key pieces of information:

- Project description
- Connection to priorities in Region 8 Economic Growth and Diversification Plan
- Use of GO Virginia funds for project activities
- Transformative nature of project
- Localities involved
- Other project partners
- Project timeframe

The economic development organizations in the Northern Shenandoah Valley Region, including the counties of, Clarke, Frederick, Page, Shenandoah, and Warren, and the City of Winchester will partner to procure a Talent Solutions Strategy focused on job seekers, university and community college graduates, and high school students.

This study should deliver actionable items, a solution to the talent shortage, with a focus on three areas: the retention of high school and college graduates to live and work in the Valley, development of the current labor force and job seekers to fulfill the needs of businesses in meaningful employment, and the attraction of workforce from outside the region. The region will expand on existing partnerships to build a region-wide Talent Solutions Team to implement the strategic recommendations from this study. The Talent Solutions team will be a collaboration of industry, education, non-profit partners with the support of local governments. Where the scope of implementation is beyond the skills of our Talent Solutions Team, we will partner again to procure services, potentially resulting in a larger GO Virginia per capita proposal.

We are requesting \$64,800 matched 1:1, with no more than \$32,400 of that match in in-kind contributions. Based on the scope of work related to workforce that was completed for the Region 8 Growth and Diversification Plan we have estimated the cost of each line item for this proposal. We feel this breakdown accurately represents the scope of work required to develop this Talent Solutions Strategy. Assuming that 8% of the GO Virginia funds will be allocated to project administration, \$60,000 will be utilized for project execution. Data analysis and strategy development will account for the largest portions of the budget at 25% each. Other line items include focus groups, in-depth interviews, and surveys. Matching funds and in-kind contributions will be utilized to organize meetings, assist with deployment of surveys, refine strategy items, and begin implementation.

This proposal responds directly to the Talent Development framework initiative in the Region 8 Growth and Diversification Plan. Within these recommendations there is reference to the difficulty filling middle-skill and high-skill jobs, the negative perception of the opportunities available in the region for recent graduates, the need to identify industry specific needs as they relate to workforce, and the need to mitigate the low unemployment rate throughout the region by attracting new talent. The development of the study and subsequent strategy will aim to resolve each of these matters. The outcomes of this study will provide strategic direction to fulfill the recommendations that focus specifically on increasing talent attraction and increasing K-12 engagement with industry.

The unemployment rate for our region is below 4%, employment in the region is at pre-recession levels and nearly a 20 year high; and businesses are growing. More than 3,000 new jobs will come to

fruition in the next 2-4 years, without a talent solution, we risk damaging our image as a great place to locate and expand.

APPLICATION QUESTIONS for ENHANCED CAPACITY BUILDING ACTIVITIES

Please provide the following information about your proposed project:

1. Describe the service area of the project.

The economic development organizations from, Clarke County, Frederick County, Page County, Shenandoah County, and Warren County and the City of Winchester are collaborating on this Talent Solutions proposal. The total population of these communities represents 24% (233,566) of the people in GO Virginia Region 8 (983,256). The participating region includes Shenandoah University and Lord Fairfax Community College.

2. How does the project relate to the Region 8 Economic Growth and Diversification Plan and the goals of GO Virginia?

In the development of the Region 8 Growth and Diversification Plan, employers identified top workforce challenges, 36% of respondents identified “hiring a qualified workforce” as a challenge; 16% identified “employee retention” as a challenge; and 8% said “employee recruitment” was their greatest challenge.

Based on the low unemployment rate in the region, a recommendation was made within our Talent Development Framework Initiative to attract talent from outside the region to fill job openings, this proposal responds directly to that recommendation. It also addresses the need to retain the talent being developed at all levels: high school, community college and university.

3. Identify the project’s goals, approach, and outcomes. Why is this project a priority for the region?

This proposal seeks to identify strategic items that can be executed to sustain a skilled, meaningfully employed workforce that meets the needs of our businesses and allows for a high quality of life for workers. Once the economic development organizations, businesses, and education institutions have in concert with the consultant identify the action items, we plan to return to the GO Virginia Region 8 Council with an implementation proposal. in-kind contribution of staff-time for this proposal will be used to begin the implementation phase of the delivered strategy.

GO Virginia Region 8 is represented by significantly diverse communities within its boundaries, while we have ideas of actionable items to solve the talent shortage locally, and we will benchmark with other successful initiatives, the deliverable of this study will define our ultimate approach. Action items should be considerate of the subregion of the proposal: Northern Region 8, Central Region 8, or Southern Region 8.

The action plan derived from the data analysis, focus groups, surveys, and interviews is a tangible outcome of this project. The development of the Talent Solutions Team is also a tangible outcome.

4. Describe the project timeline and the specific project milestones that will be used to track project progress.

The request for proposals is being developed now, to go out once this proposal is awarded. We expect to secure the consultant within 30 days. These items should take place before, but no later than the first quarter of 2019.

Quarter 1, 2019:

- Secure consultant
- Establish the Talent Solutions Team
- Develop discussion guides, surveys, and detailed project calendar

Quarter 2, 2019:

- Hold 5 focus groups: 1) education leaders from colleges and universities as well as K-12; 2) corporate human resources professionals; 3) job-seekers of diverse backgrounds
- Conduct 50 in-depth interviews with human resources directors and/or other corporate interests in the region
- Develop and launch a randomized, online survey

Quarter 3, 2019:

- Quantitative analysis
- Qualitative analysis
- Begin strategy development

Quarter 4, 2019:

- Refine strategic direction and establish action items
- Begin in house material development
- Determine opportunities for additional regional collaboration and consider an implementation proposal for per capita or competitive funds.

Business Forum Luncheon

10th ANNIVERSARY

BUSINESS FORUM LUNCHEON



About our panelists:

Christopher Lloyd is the Sr. VP & Director, Infrastructure & Economic Development of McGuireWoods Consulting LLC and leads the infrastructure and economic development team where he specializes in site selection and economic development incentives negotiations. Chris has also worked closely with clients on numerous public-private partnership projects for transportation and other infrastructure as well as playing a leading role in the development and passage of Virginia's public-private partnership laws. Chris is a 1993 graduate of the College of William and Mary.



Chris Lloyd

Patrick Barker directs the Frederick County, VA, economic development effort, where for nearly 20 years has led a team fulfilling its mission to facilitate retention, expansion, and attraction of businesses to Frederick County, that create high quality jobs and new capital investment resulting in Frederick County, being a premier business location and enhancing the quality of life for its citizens. Patrick is a 1999 graduate of the University of Massachusetts Amherst with a master's in regional planning. He has held a certification in economic development since 2004 and was president of the Virginia Economic Developers Association in 2012.



Patrick Barker

Shawn Hershberger has been the Development Services Director for Winchester since March of 2017. Shawn is a 2005 graduate of Frostburg State University and he holds a Bachelor of Science degree in Political Science and has completed a Graduate Certificate in Community and Economic Development from Penn State University.



Shawn Hershberger

The Board of Directors of the
MUSEUM OF THE SHENANDOAH VALLEY
and
Signature Event Sponsor



announce the

MSV Business Forum Luncheon

*Where is the Community Heading?
Economic Forecast of Winchester
and Frederick County &*

*What is Driving Business Locations and How
Should Our Community Businesses Prepare?*

Thursday, September 27, 2018

11 a.m. Registration & Networking • 12 p.m. Lunch
at the

Museum of the Shenandoah Valley

Panelists:

Christopher Lloyd • Patrick Barker • Shawn Hershberger



MUSEUM OF THE SHENANDOAH VALLEY

The mission of the MSV is to preserve and enrich the cultural life and heritage of the Valley. You are invited to explore the MSV exhibitions and gardens before or after the luncheon. Questions? Contact Sherry Hudson, Senior Director, Institutional Advancement, at shudson@theMSV.org or 540-662-1473, ext. 211.

WWW.THEMSV.ORG

September 27, 2018

Where is Our Community Heading

Decade Advanced

Patrick Barker, CEcD | Executive Director
Frederick County Economic Development Authority



Shawn Hershberger, Economic Redevelopment Director
Winchester Economic Development Authority



AGENDA





1. What employment sectors will deliver the most new jobs?
2. Where will be the need for occupations be the greatest?
3. What population age categories will grow the most?
4. What kind of training will the new jobs require?









TRENDS IN EMPLOYMENT

What sectors will deliver the most new jobs
What specific sectors will drive the future

EMPLOYMENT TRENDS



- Leaders NOW > 5,000 jobs

 Health Care and Social Assistance	 Retail Trade	 Manufacturing
 Accommodation and Food Services	 Educational Services	 Construction

EMPLOYMENT TRENDS



- Leaders Last 5 Years > 500 jobs *(replacement & new)*



Transportation and Warehousing



Manufacturing



Management of Companies & Enterprises



Finance and Insurance



Health Care and Social Assistance



Public Administration

EMPLOYMENT TRENDS



- Leaders NEXT 10 Years > 500 NEW jobs



Health Care and Social Assistance



Construction



Finance and Insurance



Educational Services



Transportation and Warehousing

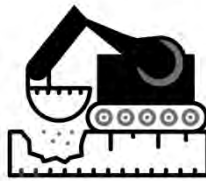
EMPLOYMENT TRENDS



- Leaders NEXT 10 Years > 500 NEW jobs



Health Care and Social Assistance



Construction



Finance and Insurance



Educational Services



Transportation and Warehousing

EMPLOYMENT TRENDS



- Leaders Last 5 Years (10 Year New) > 500 jobs



Manufacturing



Management of Companies
& Enterprises



Public Administration

EMPLOYMENT TRENDS



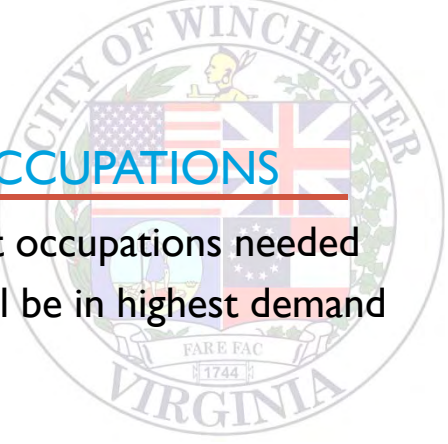

- Leaders NEXT 10 Years > 5,000 ALL DEMAND



EMPLOYMENT TRENDS





- Specific Leaders NEXT 10 Years > 500 jobs
 - General Warehousing and Storage
 - Credit Unions
 - Services for the Elderly and Persons with Disabilities
 - Elementary and Secondary Schools
 - Offices of Physicians
 - Home Health Care Services
 - Full-Service Restaurants
 - Limited Service Restaurants









TRENDS IN OCCUPATIONS

Where are the most occupations needed
What occupations will be in highest demand

OCCUPATION TRENDS



- Leaders NOW > 4,000 positions

 <p>Office & Admin Support</p>	 <p>Sales & Related</p>	 <p>Transportation and Material Moving</p>
 <p>Production</p>	 <p>Food Preparation & Serving</p>	 <p>Healthcare Practitioners and Technical</p>

OCCUPATION TRENDS



- Leaders Last 5 Years > 500 positions



Business & Financial



Transportation and Warehousing



Office & Admin Support

OCCUPATION TRENDS



- Leaders NEXT 10 Years > 500 NEW positions



Transportation and Warehousing



Personal Care & Services



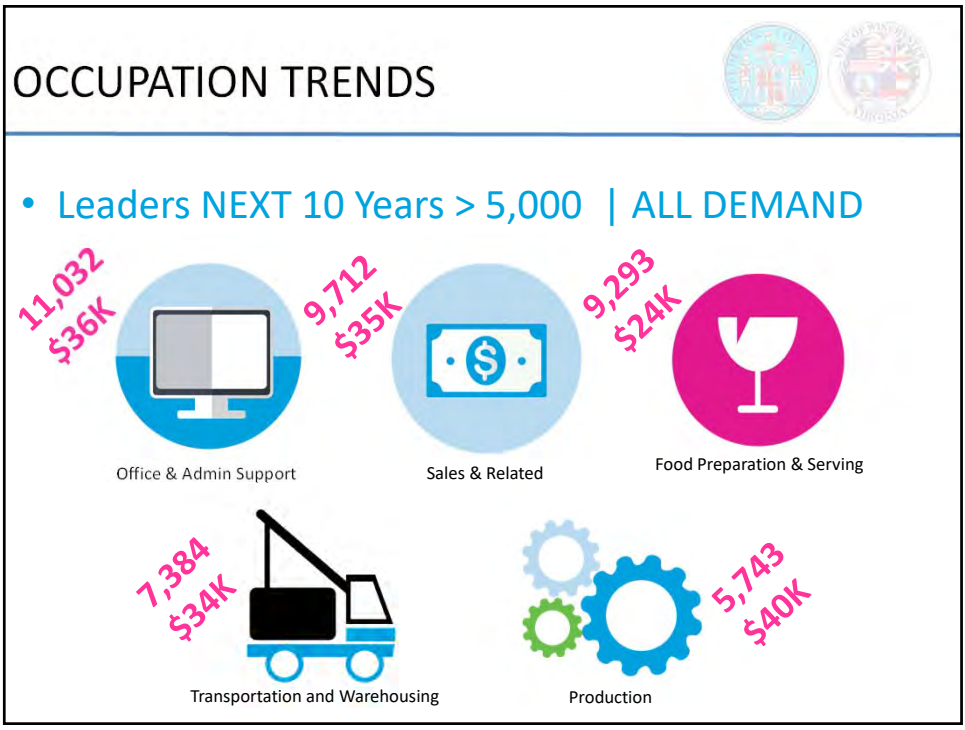
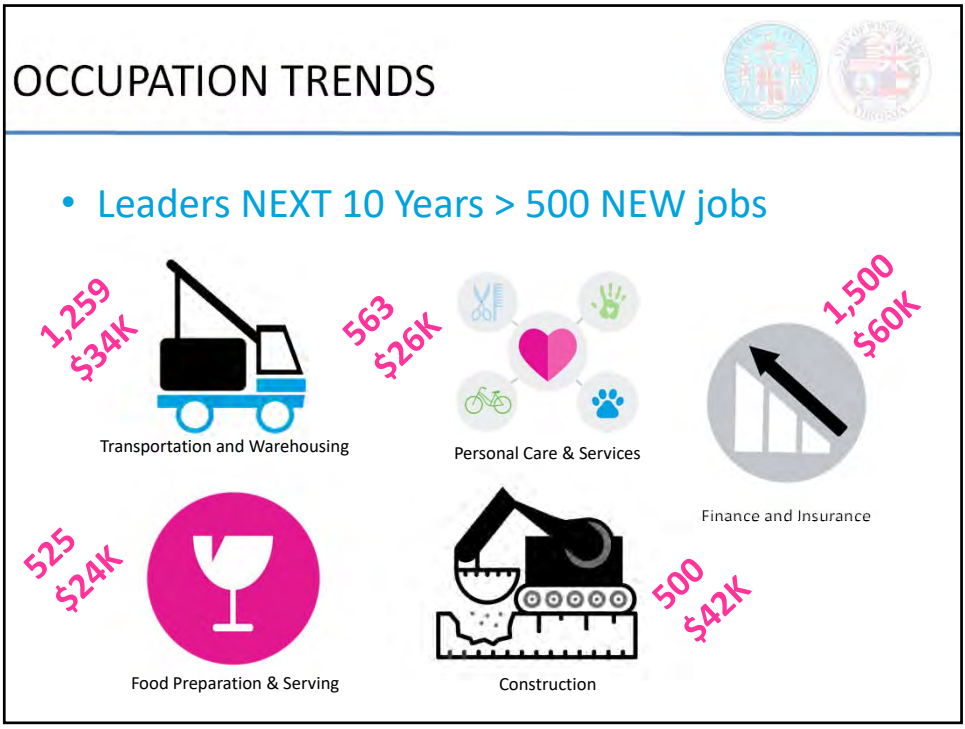
Finance and Insurance



Food Preparation & Serving



Construction



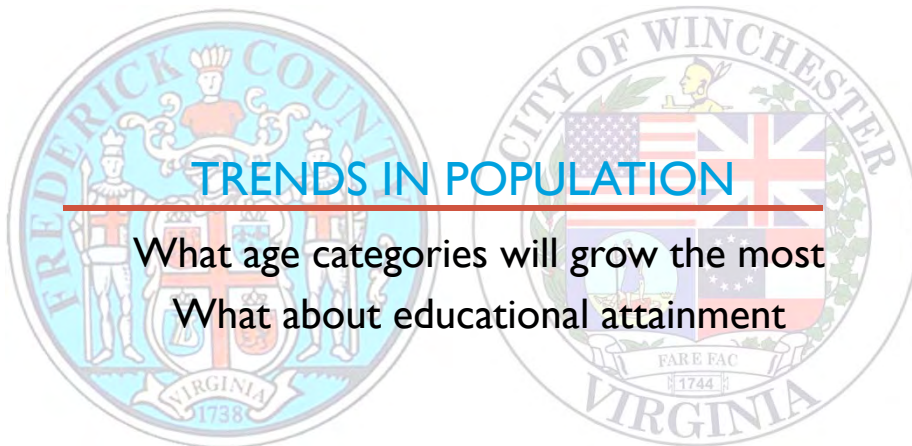
OCCUPATIONS TRENDS

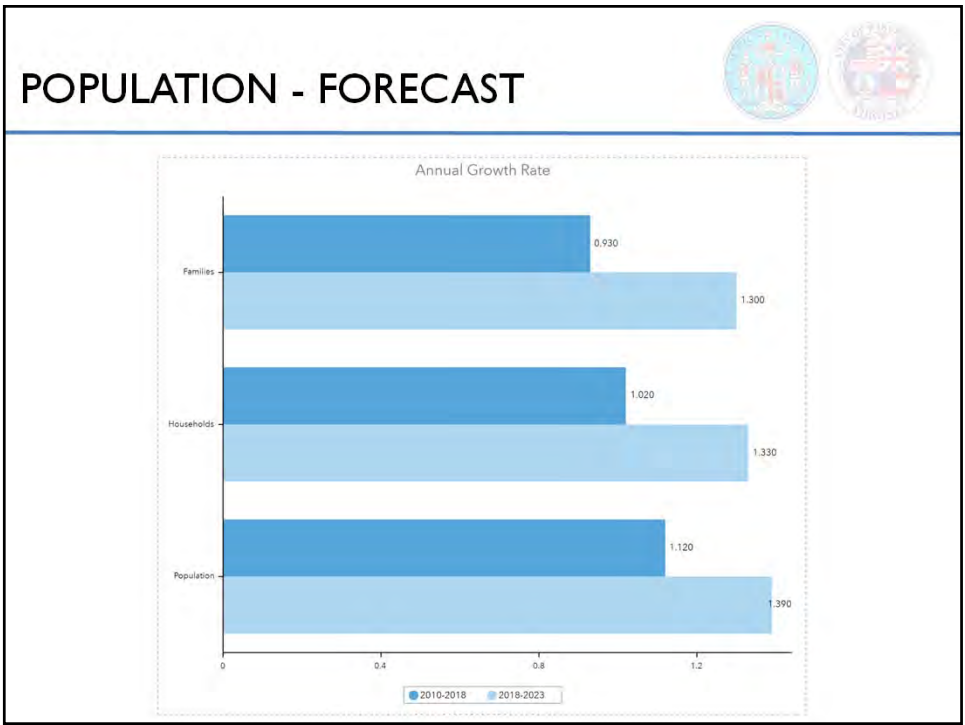
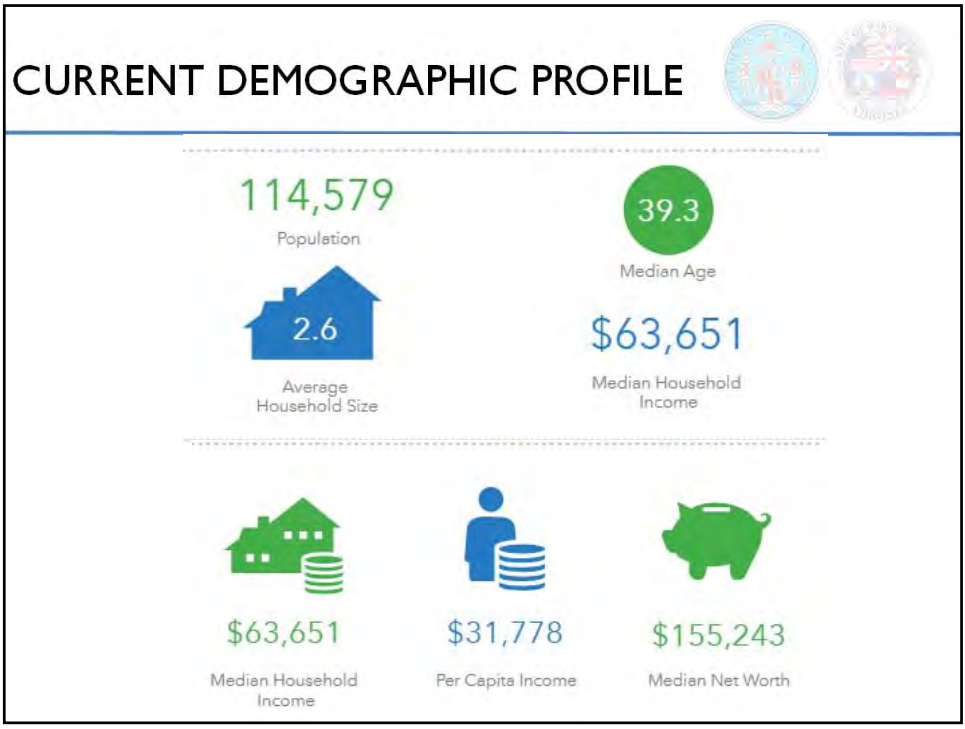


- **Specific Leaders NEXT 10 Years > 1,500 ALL DEMAND**
 - Cashiers
 - Retail Salespersons
 - Combined Food Preparation and Serving Workers, Including Fast Food
 - Laborers and Freight, Stock, and Material Movers, Hand
 - Waiters and Waitresses
 - Customer Service Representatives
 - Personal Care Aides
 - Heavy and Tractor-Trailer Drivers
 - Stock Clerks and Order Fillers

TRENDS IN POPULATION

What age categories will grow the most
What about educational attainment





POPULATION - FORECAST



- Population Groups w/ 5 year Growth > 1,000



POPULATION - FORECAST



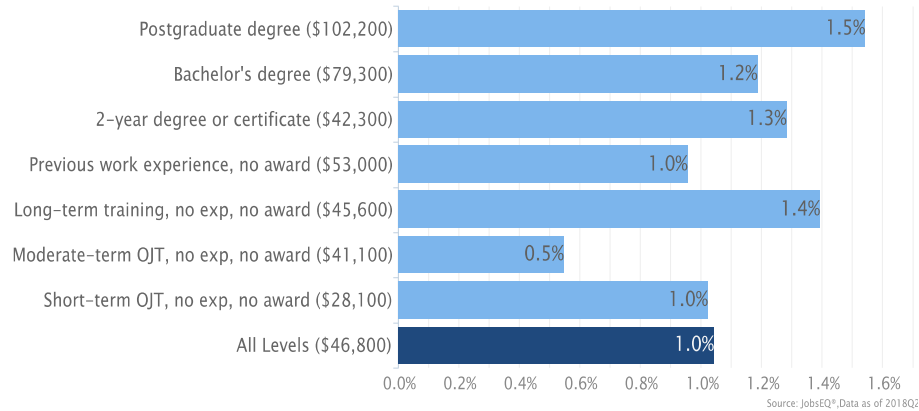
- Population Groups w/ 5 year Growth > 1,000



EDUCATION





Annual Average Projected Job Growth by Training Required for Winchester MSA (VA portion only)



TAKE AWAYS



- **Expect diversity in the demand for NEW jobs**
 - Healthcare, Construction, Education, Warehousing and Finance/Insurance
- **Current top employment segments will command the biggest need for new and replacement workers**
 - Retail, Healthcare, Manufacturing and Accommodations/Food
- **Faster growth in population next 5 years vs last 8**
 - Expect higher growth in older age brackets
 - Reversal in younger working class population (20-29) needed
- **All the above training needed**
 - From awards to no awards, all training is needed



Thanks for Listening

Where is Our Community Heading
Decade Advanced

On Deck is..
Chris Lloyd, McGuire Woods/Site Selector Guild
What is Driving Business Locations and
How Should the Community/Business Prepare

Winning Economic Development Strategies

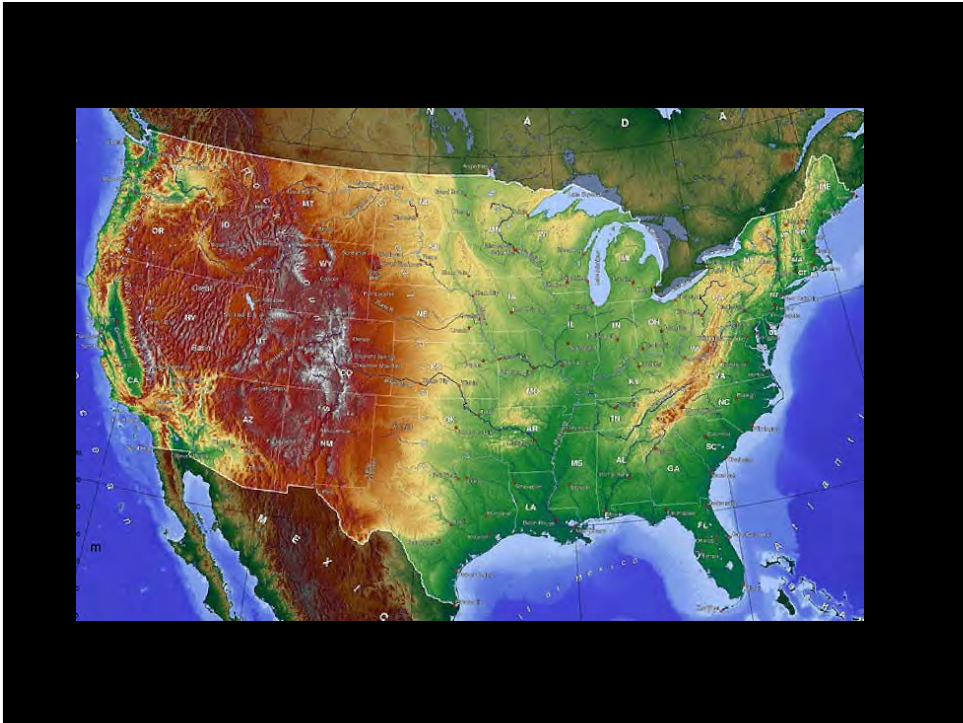
10th Winchester-Frederick Business Forum Luncheon

Christopher D. Lloyd
September 27, 2018

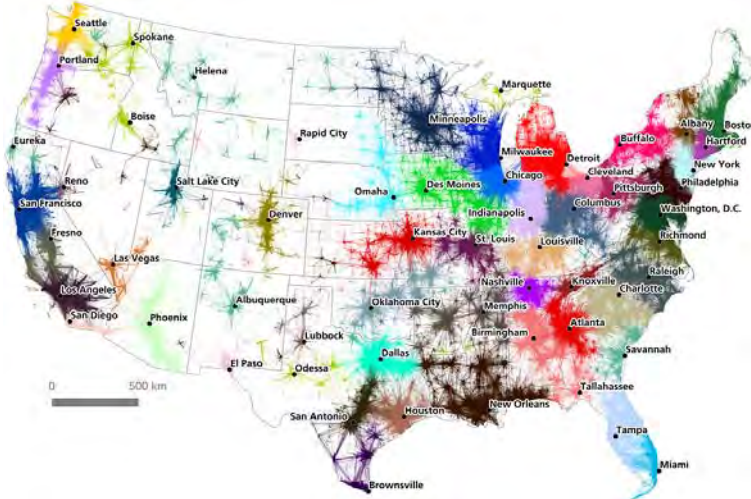






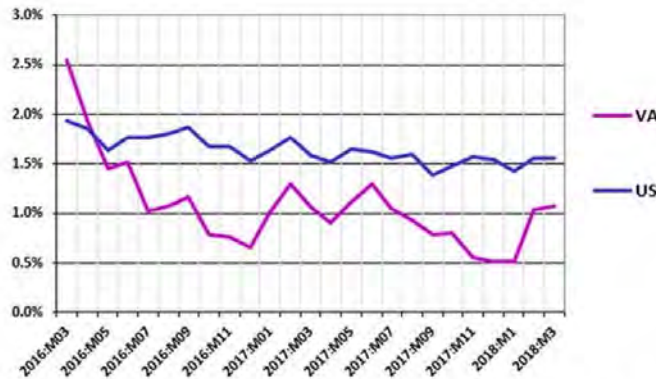


How Site Selectors View America



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Virginia is Lagging



Year-over-Year Percentage Change in Total Nonfarm Employment: March 2016 to March 2018

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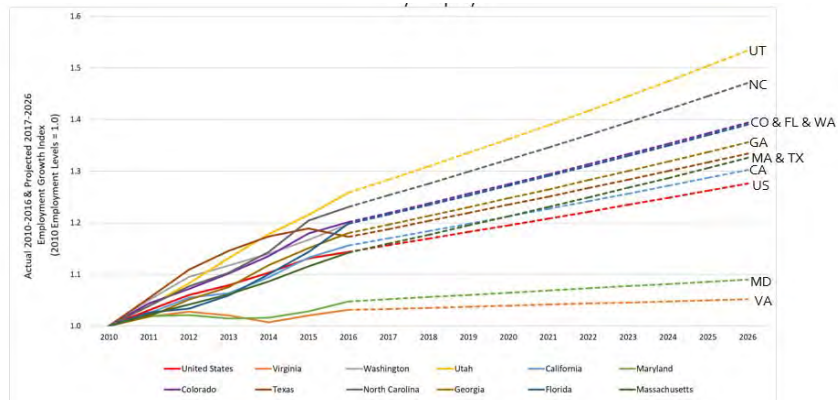
Virginia MSA Economic Growth Rates

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Average
Blacksburg	-7.2	-3.11	1.46	2.97	7.47	-3.79	1.61	-0.98	-2.06	-0.40
Bristol	1.84	-2.06	2.15	4.41	1.30	-2.84	-6.09	-0.47	-1.75	-0.31
Charlottesville	1.24	-0.19	3.79	3.22	2.69	0.59	2.94	-0.26	n/a	1.75
Harrisonburg	-4.64	9.12	3.34	-0.97	-0.53	-1.38	0.21	-2.61	-2.18	0.04
Lynchburg	-1.06	-0.45	1.86	-1.72	-1.49	-0.73	0.79	-0.64	-0.51	-0.43
Richmond	0	-0.98	1.41	-0.06	0.91	0.78	0.62	3.89	2.63	1.02
Roanoke	-0.52	-1.79	-1.59	-1.01	-0.58	-0.14	0.36	0.80	-0.40	-0.54
Hampton Roads	-0.29	0.65	-0.16	0.66	0.83	0.28	-0.73	3.71	-1.09	0.43
NOVA	2.11	0.02	3.29	1.56	0.25	-0.55	0.96	1.27	0.21	1.01
U.S.	-0.3	-2.8	2.5	1.6	2.2	1.7	2.4	2.6	1.49	1.27

Winchester MSA 1.4 0.9 3.7 1.6

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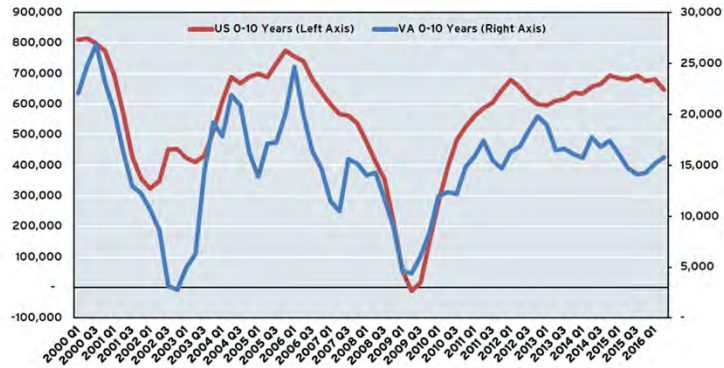
Virginia is Lagging in Economic Growth



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Virginia is Lagging in New Company Creation

YOUNG FIRM NET JOB CREATION IN VIRGINIA AND THE UNITED STATES, 2000 Q1 TO 2016 Q2: 4-QUARTER MOVING AVERAGE

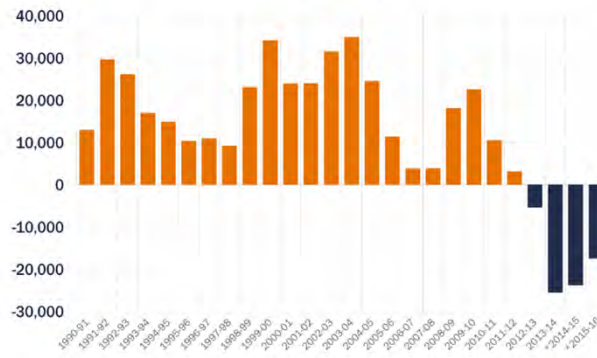


Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics, Quarterly Workforce Indicators

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Virginia is Losing Talented People

VIRGINIA NET MIGRATION OF INDIVIDUALS (EXEMPTIONS) 1991 - 2016



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Emerging Economic Development Model

Priorities of a modern economic development system

Collaborator General

- Thought leadership
- Research, marketing, branding
- Cluster strategies
- Convening and partnerships

Firm competitiveness

- Targeted BRE
- Smart attraction
- Productivity (MEP-type services)
- B2B connectivity (supply chain, anchors)

Economic dynamism

- Accelerators and incubators
- University partnerships
- Firm-firm partnerships

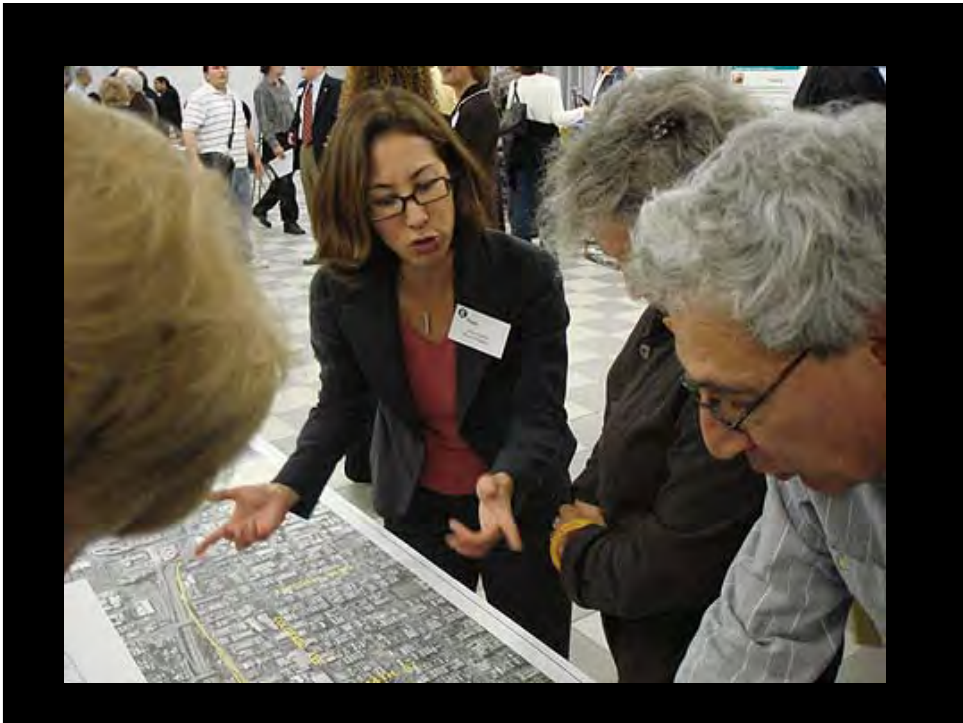
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1. 2007-2008 Honda Odyssey. ²MP3 files must be stored on a compatible device. ³MP3 files must be stored on a compatible device. ⁴2007 EPA 20 city/28 hwy mpg. Actual mileage may vary. ©2007 Honda Motor Co., Ltd. All rights reserved.

Introducing the all-new Honda **ODYSSEY**

Keys to Economic Success

- Business leadership
- Invest in your workforce
- Grow high wage, traded sector jobs
- Invest in sites and infrastructure
- Think globally, act regionally
- Educate and engage the public and decision makers

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Questions or Comments?

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 @MWConsulting

 @chrislloyd_mwc

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Frederick County Economic Development Authority
Performance Measures | 2018

Performance Measure	Mission	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - June)	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)
Value of Announced New Capital Investments (EDA assisted)	BR BA	0	0	\$5,000,000	
Number of Announced New Jobs Created (EDA assisted)	BR BA	0	0	10	
Average wages of announced new jobs (EDA assisted)	BR BA	\$0	\$0	\$45,000	
Website Users	BR BA TE BC	1,220	1,024	1,406	
Website Page Views	BR BA TE BC	4,712	2,098	5,018	
Website Unique Page Views	BR BA TE BC	3,363	1,639	3,563	
Website Pages Per Session	BR BA TE BC	1.31	1.66	2.86	
E-News Open Rate	BR BA TE BC	40%	43%	42%	
Facebook Likes (Total)	BR BA TE BC	655	725	748	
Facebook Total Reach (Organic & Paid)	BR BA TE BC	31,614	49,522	12,308	
Facebook Total Reach (Paid)	BR BA TE BC	n/a	25,599	n/a	
Call Team Visits Monitor stability of businesses based upon:					
* Call Team Visits Percent with New Products in Next 2 Years	BR	56%	62%	64%	
* Call Team Visits Percent with New Products in Last 5 Years	BR	67%	66%	66%	
* Call Team Visits Percent with Plan to Expand Next 3 Years	BR	32%	33%	33%	
* Call Team Visits Percent with Difficult with Recruiting	BR	67%	74%	77%	
* Call Team Visits Increased funding for employee training (new, proficiency, remedial)	BR	38%	33%	32%	
New Relationships SS/CRE/VEDP	BR BA	34	30	18	
Refresh Relationships SS/CRE/VEDP	BR BA	12	24	26	
Project Considerations SS/CRE/VEDP	BR BA	4	3	5	
New Business Prospects	BA	2	10	5	
Recommended Properties (VEDP)	BA	4	7	NA	
Property Views (Web)	BA	139	121	247	
Existing Business Prospects	BR	4	3	3	
Career Pathway Program					
* Widget Cup # students, # volunteers, # businesses	TE	na	40/36/15	na	na
* Widget Cup competitors felt prepared	TE	na	74%	na	na
* Widget Cup competitors took opp to network	TE	na	48%	na	na
* Widget Cup increase number of parents attending	TE	na	29%	na	na
* Student Tours # students, # businesses	TE	na	na	na	
* Student Tours agree/strongly agree quality careers exists before tour	TE	na	na	na	
* Student Tours agree/strongly agree quality careers exists after tour	TE	na	na	na	
* Educator Tours # teachers, # business	TE	na	na	na	
* Educator Tours agree/strongly agree quality careers exists before tour	TE	na	na	na	

Performance Measure	Mission	Quarter 3 (Jan - Mar)	Quarter 4 (Apr - June)	Quarter 1 (July - Sept)	Quarter 2 (Oct - Dec)
* Educator Tours agree/strongly agree quality careers exists after tour	TE	na	na	na	
* Educator Tours Increase attendance	TE	na	na	na	
* Educator Tours increase in sharing of options/knowledge of what is local with students	TE	na	na	na	
* Worlds of Work # students, # businesses, # volunteers	TE	na	na	na	
* Worlds of Work repeating exhibitors		na	na	na	
* Worlds of Work new exhibitors		na	na	na	
* Worlds of Work exhibitors recommend participation	TE	na	na	na	
* Worlds of Work students felt participating gave them idea of careers	TE	na	na	na	
CTE Certificates serving Target Business Sectors	TE	na	na	na	na
Number of Industrial Certification Awards *	TE	367	NA	117	
Percentage of Working Age Cohort (18-64) 45 Mile Radius	TE	61.6%	61.6%	61.6%	
Lord Fairfax Small Business Development Center					
* Capital Investment	BR BA	\$400,000	\$84,000	566,701	
* Jobs Created and Retained	BR BA	51	4	14	
* New Clients Consulted	BA	19	15	26	
* Existing Clients Consulted	BR	13	14	28	
Business Sites					
* Number of Sites Available	BR BA BC	25	25	26	
* Total Acreage Available	BR BA BC	1,665	1,440	1562.54	
* Number of Tier 4 or 5 Sites	BR BA BC	0	0	1	
Office and Industrial Space					
* Total SQ FT Available Office	BR BA BC	50,726	94,138	185,049	
* Vacancy Rates Office	BR BA BC	2.0%	6.1%	6.50%	
* Total SQ FT Available Industrial	BR BA BC	404,740	533,427	601,855	
* Vacancy Rates Industrial	BR BA BC	2.2%	3.1%	3.30%	

TE | Talent Engagement, BR | Business Retention, BA | Business Attraction, BC | Business Climate

*Data is Year to Date, which started in July

September 25, 2018

Mr. Ben Mannell
Office of Intermodal Planning and Investment
Commonwealth of Virginia
1401 E. Broad Street
Richmond, Virginia 23219

RE: I-81 Corridor Improvement Plan

Dear Mr. Mannell,

The Frederick County Economic Development Authority (EDA) fully recognizes that Frederick County must be a well-connected business location. This is essential for existing and new businesses in order to access their suppliers and customers, as well as connect to intermodal hubs leading to the global marketplace. A business will not go anywhere without easy access to well-maintained, high-capacity road networks that connect customers, distributors, and shippers. This is especially true for the manufacturing sector which is a target business of the EDA. That is why an excellent transportation network is essential for a well-functioning supply chain, as well as for the on-time delivery of goods to the marketplace.

The EDA is grateful for VDOT conducting the corridor study for I-81 under Senate Bill 971. The EDA would like to encourage the following additions to the study:

1. The inclusion of improvements from Exits 315-317 for the list of recommended improvements due to significant safety, congestion, and access to alternative facilities concerns.
2. The widening from Exit 317 to the West Virginia state line due to significant expected growth in Frederick County and also the Proctor and Gamble Project in West Virginia.

Moreover, the EDA would like to continue to see as a part of this study:

1. Ongoing analysis of existing truck parking shortages in our area.
2. Analysis of multiple potential dedicated funding scenarios that are equitably applied.

The EDA believes a package of dedicated funding sources, as opposed to a singular source, would be the best way to meet the current and long-term needs of the I-81 Corridor. We look forward to further opportunities for continued involvement

Sincerely,



Patrick Barker, CEcD
Executive Director